

DEPARTMENT OF PERSONNEL ADMINISTRATION

OFFICE OF THE DIRECTOR

1515 "S" STREET, NORTH BUILDING, SUITE 400
SACRAMENTO, CA 95811-7258



March 30, 2010

The Honorable Mark DeSaulnier
Chair, Senate Budget and Fiscal Review, Subcommittee No. 4
On State Administration, General Government,
Judicial and Veterans Affairs
State Capitol, Room 2054
Sacramento, CA 95814

Dear Senator DeSaulnier:

This is in response to your letter of March 5, 2010 to Mark Rodriguez at Department of Personnel Administration. Enclosed you will find the baseline information you requested regarding our department and its major programs.

Please feel free to contact me at 916-322-5193 with any questions.

Sincerely,

XXXX This Section has been redacted XXXXXXXX

Debbie True
Deputy Director of Operations



Department of Personnel Administration

Mission

As the employer representative, DPA provides human resource leadership and consulting services, while we partner with SPB to transform the human resource system.

Who We Serve

- Governor's Office
- State Agencies, Departments, Commissions, and Boards
- Exclusive Representatives (21 State Employee Unions)
- State Legislature
- University of California
- California State University and Colleges
- Judicial Council

Enabling Legislation

- **Government Code sections 19815 through 19999.7**
Establishes the Department of Personnel Administration and describes most functions.
- **California Code of Regulations, Title 2, sections 599.600 through 599.995**
Provides regulatory detail on Department of Personnel Administration programs.
- **Ralph C. Dills Act, Government Code sections 3512 through 3524**
Governs collective bargaining in the executive branch of State government.
- **Government Code section 19816.22**
Establishes the Human Resources Modernization Project and describes its make-up and function.

Department of Personnel Administration

The Department of Personnel Administration represents the Governor as the “employer” in all matters concerning California State personnel and employer-employee relations. The Department is responsible for all issues related to salaries and benefits, job classifications, and training. For most employees the collective bargaining process determines these matters. Specifically, we:

- Represent the Governor in collective bargaining with unions representing rank-and-file State employees.
- Manage salaries, benefits, position classification, training, and all other aspects of State employment other than those performed by the State Personnel Board under the civil service provisions of the California Constitution, Article VII.
- Serve as the sole fiduciary and administrative body for the Savings Plus Program (the defined contribution program for full-time and part-time State employees).
- Provide legal representation to State agencies in labor relations and appeals of disciplinary actions.
- Hold *ex-officio* membership on the 13-member Board of Administration of the Public Employees Retirement System (CalPERS).

Vision

The Department of Personnel Administration is recognized for its leadership role in improving the quality of the workplace within state government and making the department and the State of California the employer of choice for a new generation of public servants.

Values

The Department of Personnel Administration values its employees and treats them with objectivity, equity, and respect. We seek the counsel of all DPA stakeholders and proactively address the needs of employees, the State, and its citizens. We act in an ethical, honest, and professional manner. We provide guidance and support to State department managers to help them achieve their goals.

Major Programs

Benefits

DPA administers a wide variety of benefit programs, which help the State recruit and retain a top-performing workforce. The Benefits Division is responsible for design, acquisition, and administration of 20 statewide employee benefit programs and six support programs. Most of these programs are subject to collective bargaining, including dental and vision insurance, other health-related benefits, and employee assistance. DPA also administers life insurance benefits and long-term disability insurance, and oversees the Worker's Compensation Master Agreement with the State Compensation Insurance Fund. Our customers include State employees, retirees, and management staff in the departments.

Enrollment in DPA-administered benefit programs varies from 200,000 in the Vision Plan to less than 5,000 in the Pre-Tax Parking Reimbursement Program.

We use the following criteria to measure the success of our employee benefits programs:

- Have we negotiated competitive rates for the benefits we offer.
- Do our contracts with benefits providers contain the most favorable terms possible for the State employer and employees.

We've succeeded in keeping costs down while maintaining an excellent benefits package. Using market surveys and skillful negotiations, we have secured contracts with our benefits providers with competitive rates and guarantees of performance. For example:

DPA negotiated a five-year rate pass for our Vision program, keeping the employer's cost flat from 2007 through 2011.

Our indemnity and PPO dental contracts require our vendor to pay interest on the stabilization account and incurred-but-not-reported claim balances. This unique structure ensures the State retains all monies, while transferring risk to the carrier. This arrangement resulted in direct State savings of approximately \$16 million over the life of the current contracts (through 2010).

Classification and Compensation

The Classification and Compensation Division (CCD) provides consulting services for departments on a wide range of personnel matters to help them achieve their mission and meet the public needs of California. Over the past few years, CCD staff has delegated many of the day-to-day transaction responsibilities to departments that used to be processed at DPA. However, we continue to focus much of our attention on monitoring compliance with Government Code 19818.6, which authorizes DPA to

administer the Personnel Classification Plan of the State of California, including the allocation of every position to the appropriate class in the classification plan.

The CCD staff also provides guidance to departments in the preparation of layoff plans to ensure compliance with DPA regulations and State law. This responsibility is shared with the Labor Relations staff.

The criteria we use to measure CCD's success are:

- Timely and accurate responses to departmental requests.
- Proper allocation of needed resources.

CCD's accomplishments include:

- Development of new web-based tracking tools to help departments submit required layoff information.
- Instituted new “audit” function to help departments take on more responsibility for certain personnel functions previously handled by CCD and sharing best practices among departments.
- Regularly updating our plans for and reports on continuous improvement at all levels of government: departmental, statewide, and employee-by-employee.
- Automating many internal processes that collect workload metrics and create reports for trend analysis, both statewide and for individual departments.

HR Modernization Project

In October 2007 the HR Mod Project began to overhaul the State’s civil service system. The changes will update and streamline the State’s HR programs including recruitment, selection, classification, compensation, workforce planning, performance management, and staff development.

Project activities are designed to achieve the following strategic goals:

- Shorten the hiring process.
- Simplify the classification system.
- Improve performance in the workplace.
- Ensure all departments and agencies have workforce and succession plans that support their strategic plans.
- Compensate employees based on self-development, business needs, and competitive market practices.
- Promote integrated human resources solutions.

The following criteria are used to measure HR Mod’s success:

- Number and success of programs created to streamline hiring.
- Number of online exams and number of employees recruited as a result.

- Number and success of employee and management training programs.
- Number of departments participating in continuous employee training.
- Number of Civil Service classifications eliminated.
- Degree to which the State's Civil Service system complies with best practices.
- Number of departments with workforce and succession plans.
- Traffic to online training and HR resources established by the HR Mod Project.
- Successful auditing of departments participating in streamlined hiring.
- Time saved and employees recruited by changing personnel processes.

The following accomplishments demonstrate HR Mod's success:

- Increased number of candidates for hard-to-recruit State jobs.
- Created 11 online exams for hard-to-recruit State jobs.
- Published online guide to becoming a State analyst, supervisory training, workforce planning, and virtual help desk for supervisors and managers.
- Organized State training officers into workgroups to address key training needs.
- Consolidated Civil Service classifications to eliminate unnecessary classes.
- Reviewed and acted on best practices of other public HR reform efforts.
- Established statewide workforce planning committee with quarterly meetings.
- Created and then improved HR Modernization's web presence on DPA's website.
- Audited departments' compliance with streamlined hiring practices.
- Delegated authority to process certain routine personnel actions to departments.
- Streamlined the Career Executive Appointment approval and delegation process.

Labor Relations

The Labor Relations Division (LRD) oversees the Administration's statewide labor relations program. DPA represents the Governor as the "state employer" in negotiations with State employee unions. Labor Relations Officers within the Department are appointed by the Governor to act as Chief Negotiators for the management bargaining team assembled for each bargaining unit.

The LRD's objectives require continuous communication with unions to build cooperative relationships in order to successfully negotiate collective bargaining agreements for the State's diverse workforce. The LRD develops and provides training to staff at DPA and other departments to improve the competencies of labor relations staff.

We use the following criteria to measure our success in labor relations:

- Do our collective bargaining agreements with unions containing cost saving reforms and measures.
- Have we gathered data to help us make decisions that drive collective bargaining and implementation of contractual provisions.

- Have we met the training needs of Labor Relations staff at DPA and departments.
- Have we provided the unions ample opportunity to engage in negotiations.

The following accomplishments offer evidence we've met our goals:

- Continuing negotiations and two-way dialogue with unions for other successor MOUs.
- Reached the first agreement with a state employee union (California Association of Highway Patrolmen) to prefund retiree health benefits.
- Established and implemented the first furlough program for State employees as an alternative to layoffs.
- Activated the Job Action Contingency Plan in advance of the Columbus Holiday, thereby reducing unexcused employee absences.
- Held a Labor Relations and Human Resources Conference in 2009 for all departments to expand their LR and HR skills and knowledge.
- Partnered with Cooperative Personnel Services (CPS) to provide basic labor relations training to new supervisors.
- Revised the specification for and created a deep class for the Labor Relations Analyst class to allow the State to recruit college graduates using an online exam. This creates a larger candidate pool for departments to select from.
- Created an online tool to help departments prepare layoff plans, saving time and reducing errors.

Legal

The Legal Division represents the Governor, DPA, and other State agencies and departments in all labor relations cases and in some employment and personnel cases. This representation occurs in various judicial, administrative and arbitration forums. The Legal Division also provides legal opinions for the Governor's Office, the DPA executive office, various DPA program managers (for example, Savings Plus), and to our client-departments.

DPA's Legal Division provides quality legal representation for the State employer. We offer the same full range services that one would get from a private law office, specializing in labor relations and employment law, but provide this service to government clients. Our experienced team of labor relations and employment law attorneys regularly demonstrate the specialized expertise needed to support the State employer.

We measure our success using the following criteria:

- Have we provided top-notch legal advice based on sound research.
- Have we represented the best interests of our client.

Office of Financial Management & Economic Research

The Office of Financial Management & Economic Research (OFMER) is responsible for providing fast, accurate cost estimates of all management and union bargaining proposals. We provide timely fiscal year summaries for Budget Item 9800 including MOU agreements, Governor's Budget, May Revision, and final determinations of lawsuits, arbitrations, and other legal issues. OFMER also provides research and support in determining potential compensation increases based on salary differences between the State and competing employers pursuant to state law.

OFMER's success depends on producing proposals that lead to sound fiscal decisions and advice by DPA's Executive Office for the Governor's Office. By supporting informed decision-making, we help the State achieve ratified MOU agreements, settle lawsuits, and present its position in arbitrations and other legal challenges. We help departments achieve their goals by identifying funding for employee compensation increases.

OFMER also provides information to the Legislative Analyst Office and Legislative staff for their analyses of compensation surveys, compensation proposals (with or without regard to funding), and MOU agreements or amendments.

We use the following criteria to measure OFMER's success:

- Have we provided timely and accurate estimates on management/union cost proposals.
- Despite short timelines, have we fulfilled requests for accurate fiscal year summaries for Augmentation for Employee Compensation, Budget Item 9800 including MOU agreements, Governor's Budget, May Revision, and final determinations of lawsuits, arbitrations, and other legal issues.
- Have we compiled accurate and timely compensation surveys pursuant to the Government Code.

The following accomplishments demonstrate our success:

- We've compiled estimates for all ratified Memorandum of Understanding (MOU) agreements.
- All employee compensation increases and savings must come through OFMER, before Dept. of Finance will address them. This demonstrates Finance's high regards for OFMER's reputation and integrity.
- Solely responsible for the preparation of the Governor's Budget and May Revision for Budget Item 9800 (Budget Process).
- Assisted departments in achieving their goals and objectives through employee compensation increases.
- Departments are fully funded for all increases in employee compensation.
- Assisted Department of Finance (DOF) in achieving targeted savings amounts for Control Section 3.90.

- Provided information to Legislative Analyst Office (LAO) and Legislative staff for their analyses of employee compensation proposals.
- Provided final determinations of costs to settle lawsuits, arbitrations, and other legal issues.
- Conducted and reviewed total compensation and salary surveys used by DPA in collective bargaining and other salary-setting decisions.

Savings Plus

Savings Plus administers three retirement programs that serve various populations of State employees: the 401(k) and 457 plans, the Part-time, Seasonal and Temporary (PST) Retirement Plan, and the Alternate Retirement Plan.

- **401(k) and 457 Deferred Compensation Plans** – These two voluntary plans supplement the defined benefit plan most employees receive through CalPERS. All full-time State employees who are members of CalPERS (including employee of the California State University System) are eligible to enroll. Of the 240,000 eligible, 170,000 employees have Savings Plus 401(k) and/or 457 accounts. Among participants, 143,000 are active employees, 27,000 are retired. There is no employer match for this program; all contributions come from employee payroll deductions.
- **Part-time, Seasonal and Temporary (PST) Retirement Program** – This mandatory retirement program (based on federal law) covers State employees in part-time, seasonal, or temporary positions who are not members of the CalPERS retirement system. Of the 98,000 employees currently enrolled, about 14,000 are active employees; 84,000 no longer serve in their part-time, seasonal, or temporary State position. Contributions to PST accounts come from participating employees' paychecks (7.5 percent).
- **Alternate Retirement Program (ARP)** – All employees new to State service as of August 11, 2004, are automatically enrolled in this program for the first two years of their job instead of earning CalPERS service credit. The program was the result of a budget agreement that sought to reduce the State's pension costs. Employees enrolled in ARP have automatic payroll deductions going into an ARP account. The account is closed when their enrollment ends, and the employee can choose to have those funds exchanged for CalPERS service credit. At that time, the State must pay the employer share for those first two years. State savings occur when employees opt to transfer ARP funds to a Savings Plus 401(k) account or take a payout, rather than exchange it for CalPERS service credit.

We use the following criteria to gauge our success administering these programs:

- Have we educated employees on their eligibility to enroll in the 401(k) and/or 457 plans and explained the benefits of supplementing their CalPERS pension.

- Have we educated employees with PST accounts on the importance of transferring their account to a deferred compensation plan when they move into full-time State employment. (Dormant PST accounts eventually become “unclaimed property,” and must be turned over to the State Controller’s Unclaimed Property Division.)
- Has ARP reduced the State’s share of pension contributions to CalPERS.
- Have we educated employees enrolled in ARP on their options for transferring those funds when their ARP enrollment ends.

The following accomplishments demonstrate we’re meeting our goals:

- Participation in the Savings Plus 401(k) and 457 deferred compensation plans rose from 33 percent to 60 percent since 2000. This rate exceeds that of other large state plans that don’t offer an employer-match.
- We have steadily reduced the number of PST accounts that escheat to the State Controller’s Unclaimed Property Division.
- Currently there are 35,000 employees in ARP, a number that has grown by 500 percent (annualized) since 2004. Since the program began, roughly 45 percent of enrollees opted to exchange their ARP funds for CalPERS service credit, with the remainder either transferring the funds to a Savings Plus 401(k) account or taking a lump sum distribution. Our efforts to educate employees on their choices was effective, with two-thirds of employees choosing where their ARP funds should go. The remaining one-third fell into the default category in which their ARP funds were either moved to a 401(k) account or remained in their ARP account.



Department of Personnel Administration

Strategic Plan 2008-2010

**Department of
Personnel Administration**
1515 S Street
North Bldg., Suite 400
Sacramento, CA 95811
(916) 322-5193

April 2008



ACKNOWLEDGMENTS

I would like to thank the entire staff of the Department of Personnel Administration for their assistance with this project. The research and time involved in creating this document required cooperation and commitment from many individuals.

This strategic plan reaffirms what is best about DPA and also gives us new goals to accomplish. All of you have worked very hard since I became Director helping to define these goals, and already reaching some of them. You are all making a difference to improve public service and provide leadership to the human resources community.

We're going to use this strategic plan as a map to follow and ensure that all the goals we've set are met. We'll change them when necessary. We can never forget we are the face of an employer of 235,000 employees all working in a rapidly changing world to provide the high level of public service the citizens demand. Our challenges are huge. We will meet those challenges.

I am proud to be working with you.

Debbie Endsley
Director

TABLE OF CONTENTS

I.	BACKGROUND.....	3
II.	DPA'S GOALS.....	4
III.	DPA'S CORPORATE INITIATIVES.....	6
IV.	EXECUTIVE OFFICE COMMITMENTS.....	8
V.	DIVISIONAL OBJECTIVES.....	9
	Administrative.....	9
	Benefits.....	11
	Classification and Compensation.....	13
	Communications.....	16
	IMSD.....	19
	Labor Relations.....	21
	Legal.....	23
	Office of Financial Management & Research.....	25
	Savings Plus Program.....	27

I. BACKGROUND

Why did the Department of Personnel Administration create this strategic plan?

We created our strategic plan as a roadmap for our organization as we go through a transition over the next two years. As we work together with SPB on the Human Resource Modernization Project, it has become very clear that the DPA we see today will be very different than the DPA of the near future. We have begun to ready ourselves and our organization to ensure we're successful in this transition.

Strategic planning is step one of workforce planning. Through the creation of this strategic plan, we have been able to establish where it is we want to go and how we plan to get there over the next couple of years. The next step is to assess the organization and determine what resources, including staffing requirements, we'll need to fill in any identified gaps.

What follows is an explanation of our goals, corporate initiatives and divisional objectives. These documents will guide us through the next two years as we change and transition into a new and modern human resource organization.



DPA

DEPARTMENT OF PERSONNEL ADMINISTRATION

**Support
The Success
Of HR
Modernization**

**Align
Our Goals
To Those
Of The
Administration**

**Use
Technology,
Data & Teams
To Create
Solutions**

**Invest
In Our Own
Employees
To Be A Model
Department**

**Provide
Superior
Customer
Service**

MISSION

As the employer, DPA provides human resource leadership and consulting services, while we partner with SPB to implement the transformation of the human resource system.

II. DPA'S GOALS

Support the Success of HR Modernization

We will work with the State Personnel Board and the Department of Finance to ensure the success of the HR Modernization Project. It is imperative, as the State's corporate human resource agency, that we provide leadership during this modernization.

Align Our Goals to Those of the Administration

DPA as a whole represents the State as the employer. In labor contract negotiations, the Labor Relations Division speaks for the Governor. We must constantly make sure that what we do as the employer is in alignment with what the Administration wants to accomplish.

Use Technology, Data and Teams to Create Solutions

We are fortunate at DPA to have an extremely creative and progressive staff. In each of our divisions we have a great deal of diversity and skills. By combining the various competencies when we use teams, we tap into the best of each of us. Using data and technology to create innovative solutions saves our organization time and money, plus it provides the kind of customer service we strive to provide departments.

Invest in Our Own Employees to be a Model Department

Very often when departments are faced with budget shortfalls, the first thing to go is training. Here at DPA we feel it's even more important during these difficult fiscal times to properly train and equip our employees with the tools they need to do their jobs. We always want to strive to improve the quality of our workplace and make our department and the State an employer of choice.

Provide Superior Customer Service

As a control agency, we often struggle to find the balance between telling and consulting. It is our goal to provide superior customer service so all departments can be an employer of choice.

III. DPA'S CORPORATE INITIATIVES

Initiate a Workforce Planning function within DPA

We plan to provide statewide leadership in workforce planning at DPA by adding staff dedicated to this new program. We will provide consultation and assistance as we track statewide workforce planning efforts of agencies and departments. This new program will also take the lead in DPA's own internal workforce planning. We will also work closely with the HR Modernization project and other human resource professionals.

CCD Audit Function

In our Classification and Compensation Division we will begin moving to an audit function. We will train departmental personnel staff, then delegate more functions to them, and follow up with audits and consultation.

Legal and Labor Divisions – The Ins and Outs

The legal and labor divisions will work together to research and implement the best way to improve the meet and confer process now delegated to departments. They will also work on training departments to handle a select number of arbitration cases.

Training – Statewide and Department-wide

We need to improve our leadership for statewide training. When we closed the State Training Center, we delegated all responsibility for training to departments. While CPS, SPB, and other entities have done a superior job providing training, DPA needs to step forward and provide leadership in this area. We will also continue to make training within our own department a high priority.

Technology Steering Committee

At the end of 2007, the executive staff decided that we should create a Technology Steering Committee comprised of people from each division. The IT staff has been hard at work completely replacing our technology infrastructure. Now is the time for us to come together and assess our

business's technology needs so we can use our new technology in the best way possible.

Human Resource Modernization – Tipping Points

To ensure the success of the HR Modernization Project, several milestones need to be met within the next two years. DPA can assist in many of these right now. We need to abolish vacant classes, modernize the scientist classifications, modernize the manager and supervisor classifications, and work on the HR/LR Series. We will work closely with SPB to identify areas that we can collaborate on to provide interim solutions for departments and support the success of HR Modernization.

Establish Health Policy Leadership

DPA will be a leader in shaping health policy for the State workforce. We will strive to provide choices responsive to the needs of employees and retirees, through development of innovative solutions to manage increasing costs. We will partner with the unions and health plans, to develop strategies to educate and encourage employees and retirees to make healthy lifestyle choices. DPA will recommend and develop policies to ensure that State employee health benefits are on the cutting-edge in a changing healthcare marketplace.

Mission Statement

As the employer, DPA provides human resource leadership and consulting services, while we partner with SPB to implement the transformation of the human resource system.

IV. Executive Office Commitments

While each division has carefully analyzed DPA's goals and corporate initiatives and created their individual operational action plans, the Executive Office also pledges to complete a set of action items and work with divisions to ensure the success of these goals and initiatives.

Item	Objective	Outcome/ Responsibility	Start Date	End Date
Training – Statewide and Department-wide	Hire a statewide training coordinator.	Provide training leadership to state departments, track training efforts, provide resources to departments.	May 2008	July 2009
Workforce Planning – Statewide and Department-wide	Implement statewide workforce planning program under CCD.	Provide workforce planning leadership to state departments. Will also assist with DPA's own internal workforce planning efforts.	April 2008	Ongoing
	Executive office will support DPA's internal workforce planning efforts.	Exec Staff will be available to help with DPA's workforce planning, identification of key positions and other steps where executive input and direction is needed.	July 2008	Ongoing
Strategic Planning	Enforce the 2008-2010 strategic plan. Update the timeline and plan as necessary. Track division's progress in meeting objectives.	Post the public part of this strategic plan online. Follow-up in executive staff on the progress.	April 2008	Ongoing
	Begin work on follow-up to this plan.	Begin work on follow-up to this plan, to be prepared for the future.	September 2009	Ongoing

V. DIVISIONAL OBJECTIVES

Administrative Division

Purpose Statement

The Administrative Division is the organization to turn to knowing the result will always be value added. We provide timely and responsible service, support and solutions for our business partners so they can accomplish their goals.

	Objective	Outcome/ Responsibility	Start Date	End Date
Goal 1: Support the Success of HR Modernization	Continue to provide support in all administrative areas.	Ensure administrative functions are completed on time and under the provisions of DPA Administrative Procedures.	October 2007	Ongoing
Goal 2: Align Our Goals To Those Of The Administration	Lead the Zero based Budgeting Effort in DPA	Better align resources in the department with workload.	August 2007	Ongoing
	If a BCP must be prepared		July 2008	Ongoing
Goal 3: Use Technology, data & Teams To Create Solutions	Lead an Inter-departmental Technology Steering Committee.	Improve the use of technology and automation within DPA to provide better service to state departments.	April 2008*	Ongoing
	*IMS will begin by joining HR Mod to identify data needs and apps	All divisions will participate and have input into this process. Divisions should also coordinate with IMS on internal meetings regarding all automation needs to maintain consistency and to ensure departmental priorities are recognized.	April 2008	Ongoing
	Improve the Technology Infrastructure at DPA. Hardware Software	Infrastructure becomes more robust to help divisions use technology and automation more efficiently.	April 2007 April 2008	Ongoing

Administrative Division Cont'd

	Objective	Outcome/ Responsibility	Start Date	End Date
Goal 4: Invest In Our Own Employees to Be A Model Department (Cont'd)	Assess the learning needs of the Administration Division staff using a competency model	A list of learning needs for Admin staff	July 2008	June 2009
	Develop Training and Development Plans for each competency within Admin	A list of training and development activities designed to improve staff skills	July 2008	June 2009
	Develop and deliver training modules and job aides to assist program staff in various admin areas	Develop and/or deliver training that improves competency on administrative Division work	November 2007	Ongoing
	Collect the divisions training assessments and coordinate training where needed.	A department-wide training plan based on the needs of all the divisions.	Ongoing	Ongoing
	Assess exam needs and ensure departmental exams are given in a timely manner.	Ensures employees who are ready to promote are given the opportunity, keeps DPA's exam lists current.	May 2008	Ongoing
Goal 5: Provide Superior Customer Service	Develop Clear, Concise Administrative Policy Manuals using interdepartmental teams	Policies updated and written in plain language	January 2008	Ongoing
	Develop tracking data to assess knowledge depository	Use the process to document accurate use of Administrative Processes, Policies and Procedures as well as key customer service components to measure achievement of the Administrative Division's Purpose Statement.	December 2007	Ongoing
	Cross-Train Admin Staff	Cross-train admin staff to provide better coverage of necessary duties and better customer service to divisions in DPA and HR MOD.	Ongoing	Ongoing

Benefits Division**Purpose Statement**

The Benefits Division provides a comprehensive benefit package by designing and administering cost-effective programs to recruit and retain a qualified workforce.

	Objective	Outcome/ Responsibility	Start Date	End Date
Goal 1: Support the Success of HR Modernization	Identify a Benefits Liaison to work closely with HR Modernization team	Assessment of current Benefits policies and processes that could affect or be affected by HR Mod and make recommendations or changes for closer alliances.	April 2010	Ongoing
	Benefits Liaison will develop a plan to better support HR Mod effort	Document areas of opportunity and concern.	April 2010	Ongoing
	Work with HR Mod/DPA Liaison to identify potential benefit issues related to HR Mod.	Improved efficiencies and integration of benefit programs with HR Mod goals and objectives.	April 2010	Ongoing
Goal 2: Align Our Goals To Those Of The Administration				
	Continue to work with CalPERS to explore the feasibility of designing benefits/ Plan design in coordination with Labor groups.	Reduced rate of premium increases.	November 2009	Ongoing

Benefits Division Cont'd

	Objective	Outcome/ Responsibility	Start Date	End Date
Goal 3: Use Technology, data & Teams To Create Solutions	Develop an automated application for the Employee Suggestion Program	Process improvements and automated solutions.	August 2009	June 2010
	Develop an online desk manual for the Drug Testing Program	Ensure consistent, easy access program information,	November 2009	July 2010
Goal 4: Invest In Our Own Employees to Be A Model Department	Assess the training resources available through the CA state library and other alternative resources to address the needs of the Benefits Division staff	Access training courses	April 2010	August 2010
	Develop Division succession plans		May 2010	December 2010
Goal 5: Provide Superior Customer Service	Continue to build collaboration between Labor Relations and Benefits	Improve the communication for bargaining and improve service to state departments.	January 2010	Ongoing

Classification and Compensation Division

Purpose Statement

The Classification and Compensation Division provides human resource leadership and consulting services for State government by collaborating with stakeholders to help them achieve their mission and meet the public service needs of California.

	Objective	Outcome/ Responsibility	Start Date	End Date
Goal 1: Support the success of HR Mod	A. Improve communications both internally and externally re: HR Mod activities.	Develop a policy for information sharing and knowledge transfer	March 2008	Ongoing
	B. CEA/Exempts, Executive Compensation Team-Development of CEA/Exempt performance/competencies mgmt with HR Mod	Publish leadership qualities. Develop a statewide structure for performance objectives and appraisal systems tied to each department's strategic plan	April 2010	April 2011
	C. Class Abolishment Project	Easy to do a job/class search by category or Industry.	April 2008	Ongoing
	D. Be on a team to Professionalize IT Series	Streamline IT Series.	April 2008	TBD
	E. Be on team re: Statewide Acquisition Classification Project	Create a professional acquisition classification series for use by all agencies and departments	October 2008	TBD
Goal 2: Align Our Goals To Those Of The Administration	A. Implement an Audit program	Audit state departments' compliance with legal requirements; identify ways to eliminate bureaucracy; and identify training and development needs.	April 2008	Ongoing
	B. Incorporate training module into Audit Program	Ensures all staff are trained in audit process.	October 2008	May 2009
	C. Develop systematic audit approach on how to identify future audits.	Better identification of departments or problem areas to audit. Audits on a priority basis.	March 2010	June 2010
	D. Develop CEA Audit Program	Audit the CEA Class.	April 2010	TBD
	E. CEA/Exempts, Executive Compensation Team-Restructure and streamline executive salaries	To restructure CEA salaries, streamline salaries and coordinate executive compensation for exempts and CEAs	April 2008	April 2010

Classification and Compensation Division Cont'd

	Objective	Outcome/ Responsibility	Start Date	End Date
Goal 2: Align Our Goals To Those Of The Administration (Cont'd)	F. Implement a Statewide Workforce Planning Program	Develop workforce planning resources, website, conference, presentations, track state departments' efforts, lead DPA's internal workforce planning project.	April 2008	Ongoing
	G. Develop process to obtain and use SCO data to provide information to Executive Office or Governor's Office	Monthly data in a consistent format (vetted) to provide to media inquires. Develop supervisory capabilities.	September 2009	Ongoing
	H. Create a Workforce Planning Reporting Requirement	Research reporting requirements, write proposal and recommendations for directors, submit to GO, implement.	May 2010	TBD
	I. Collaborate with SPB on Board Item Process	Improve board item process.	May 2008	May 2009
	J. Staff Services Analyst/Associate Governmental Program Analyst transition	Ensure smooth transition from department specific classes to servicewide classes.	February 2008	July 2010
Goal 3: Use Technology, data & Teams To Create Solutions	A. Use Cross-divisional team to develop a plan to improve the use of teams, data and technology	A list of processes and technology improvements that could produce a net decrease in workload and/or improve service from units.	April 2008	Ongoing
	B. Increased use of Sharepoint libraries for document management including POFF/SAFETY	CEA/OOC/PML (metadata work) Workflow capability.	October 2009	Ongoing
	C. Explore the use of workflow in CCD for added metrics	Efficient distribution of work and increased standardized metrics for management/workload planning and consistent reporting capabilities	October 2009	Ongoing

Classification and Compensation Division Cont'd

	Objective	Outcome/ Responsibility	Start Date	End Date
Goal 4: Invest In Our Own Employees to Be A Model Department	A. Develop Training Program for CCD Staff (CCD analyst, WFP, clerical support, Service/Seniority)	A list of training and development activities designed to improve CCD staff skills including (1) standard level for review by analysts (2) PIMS,CSP, HIST training (3)	July 2008	Ongoing
	B. Develop and implement a plan to facilitate knowledge transfer opportunities and succession planning	Knowledge transfer tools to help with procedures (internal / external stakeholders), including desk manuals and procedures (C&P, Exempt, Layoff, OOC, Pay	December 2009	Ongoing
	C. Develop Employee Recognition Program	Foster respect and acknowledge employee efforts - celebrate successes within CCD.	December 2009	Ongoing
	Objective	Outcome/ Responsibility	Start Date	End Date
Goal 5: Provide Superior Customer Service	A. CCD's Communication Team Strategy	Increased visibility and improved outreach efforts to departments and groups. Regular feedback from departments and groups to CCD.	April 2008	Ongoing
	B. Provide consultative services to departments	Improved coordination with 21st Century/Fi\$CAL and other statewide projects.	April 2008	Ongoing
	C. Automate Seniority Score Transmission Process	Send Service & Seniority scores electronically.	August 2008	August 2009

Communications Office

Purpose Statement

The Communications Office acts as the DPA spokesperson and collaborates with and advises all levels of DPA, the Governor's Communication Office, and line departments on internal and external communications, DPA policy, and politically sensitive issues. The Communications Office carries out these functions to help ensure our clients have the most complete and accurate human resource information to achieve their mission.

	Objective	Outcome/ Responsibility	Start Date	End Date
Goal 1: Support the Success of HR Modernization	Review high-level presentations prepared by HR Mod	Ensure message clearly relates this project to govt. performance.	Jan. 2008	Ongoing
	Create and maintain HR Mod web page	Portray project's purpose, enable others to track its progress, and deploy new services and tools	Jan. 2008	Ongoing
Goal 2: Align Our Goals To Those Of The Administration	A. Communicate w/ press and line depts. on bargaining; layoffs.	Project realistic expectations about contract outcomes and staffing reductions.	March 2008	Ongoing
	B. Review division materials intended for widespread distribution	Ensure consistent message on Admin positions.		Ongoing
Goal 3: Use Technology, data & Teams To Create Solutions	A. Assemble a cross division team within DPA to develop DPA's Communication Plan	A. Improve line depts. understanding of and access to DPA info and services; allocate DPA resources more efficiently by scrapping outdated products and methods; establish clear process within DPA for review and approval of documents and presentations.	April 2008	September 2008
	B. Develop a Phase II web plan.	B. Complete Phase II conversion of website.	March 2008	February 2009

Communications Office Cont'd

	Objective	Outcome/ Responsibility	Start Date	End Date
Goal 3: Use Technology, data & Teams To Create Solutions (Cont'd)	C. Assemble cross division team to learn about website usability & accessibility, and train them on web content mgt software.	C. Program staff responsible for website in their areas; improved site access and usability for DPA customers; intranet overhauled to be more user-friendly; web team meets regularly on ongoing web issues.	May 2008	June 2009
	D. Research webcasting options and costs	D. Reduce dept. costs to attend training; improve training for state's HR staff	April 2008	October 2008
	E. Develop a plan to redesign PIE	E. Provide current and new services via user-friendly website that is up-to-date.	Sept. 2008	Ongoing
Goal 4: Invest In Our Own Employees to Be A Model Department	A. Publish a DPA internal newsletter	Improve communication within DPA.	December 2007	Ongoing
	B. Provide ongoing training in plain language writing and presentation skills for DPA staff.	Employees have incentive to write well and present user-friendly web pages; boost employee confidence in writing.	February 2008	Ongoing
	C. Survey DPA staff	Identify and address workplace issues that may impede productivity and job satisfaction; survey frequency TBD.	June 2008	Ongoing

Communications Office Cont'd

	Objective	Outcome/ Responsibility	Start Date	End Date
Goal 5: Provide Superior Customer Service	A. Communications Strategy Team to develop performance measures for DPA communication products and services.	A. Continually improve communications from DPA.	June 2008	Ongoing
	B. Develop "brochure" for DPA staff on Communication Office services.	B. Support divisions with their communications needs.	March 2008	April 2008
	C. Develop web accessibility plan	C. Achieve 100% accessibility for DPA customers, internal and external.	May 2008	Ongoing

Information Management Services Division

Purpose Statement

The Information Management Services Division enhances business productivity by providing excellent support, while striving to apply industry best practices for maintaining a healthy information technology support structure.

	Objective	Outcome/ Responsibility	Start Date	End Date
Goal 1: Support the Success of HR Modernization	Work with HR Mod to identify data needs, IT analysis and applications.	Ensure IT needs are met and resource redirection occurs as needed to complete quick win objectives as identified	October 2007	Ongoing
Goal 2: Align Our Goals To Those Of The Administration	Support and Facilitate the Objectives of the Administration	Develop application capability to provide agile development	August 2007	On-going
Goal 3: Use Technology, data & Teams To Create Solutions	Lead an Inter-departmental Technology Steering Committee.	<p>Improve the use of technology and automation within DPA to provide better service to state departments.</p> <p>All divisions will participate and have input into this process. Divisions should also coordinate with IMS on internal meetings regarding all automation needs to maintain consistency and to ensure departmental priorities are recognized.</p>	April 2008*	Ongoing
	Overhaul IT Infrastructure at DPA.	Create a more robust and functional infrastructure to help divisions use technology and automation more efficiently.	April 2007	January 2010

Information Management Services Division Cont'd

	Objective	Outcome/ Responsibility	Start Date	End Date
Goal 4: Invest In Our Own Employees to Be A Model Department (Cont'd)	Assess the learning needs of the Administration Division staff using a competency model	A list of learning needs for Admin staff	July 2008	June 2009
	Develop Training and Development Plans for each competency within Admin	A list of training and development activities designed to improve staff skills	July 2008	June 2009
	Develop and deliver training modules and job aides to assist program staff in various admin areas	Develop and/or deliver training that improves competency on administrative Division work	November 2007	Ongoing
	Collect the divisions training assessments and coordinate training where needed.	A department-wide training plan based on the needs of all the divisions.	Ongoing	Ongoing
	Assess exam needs and ensure departmental exams are given in a timely manner.	Ensures employees who are ready to promote are given the opportunity, keeps DPA's exam lists current.	May 2008	Ongoing
	Enhance staff ability to use technology effectively.	Provide a knowledge base of commonly encountered issues for employees.	November 2007	Ongoing
Goal 5: Provide Superior Customer Service	Develop clear and concise Governance policies	Governance policies are vetted and approved providing a solid foundation for all business units to utilize IT resources and accomplish business objectives	March 2010	Ongoing
	Implement Operational metrics for IT Services	Use the process to document accurate use of Administrative Processes, Policies and Procedures as well as key customer service components to measure achievement of the Administrative Division's Purpose Statement.	January 2010	Ongoing

Labor Relations Division

Purpose Statement

The Labor Relations Division develops and maintains the Administration's statewide labor relations program. We guide, communicate, instruct and influence the departments using teamwork and delegation to continually strive toward a cooperative relationship with the unions in order to provide a balanced workforce and maintain a harmonious employer-employee relationship.

	Objective	Outcome/ Responsibility	Start Date	End Date
Goal 1: Support the Success of HR Modernization	Provide consulting and recommendations about labor relations issues to HR MOD team. Continue identifying initiatives for HR Mod team.	A list of the recommendations provided by labor relations and resulting actions taken by the HR MOD team.	January 2008	Ongoing
Goal 2: Align Our Goals To Those Of The Administration	Continue contract management. Negotiate contracts with exclusive bargaining representatives.	Reach completed agreements.	January 2008	Ongoing
Goal 3: Use Technology, data & Teams To Create Solutions	A. Co-sponsor a cross-divisional Process Improvement team with CCD, OFMER and LR to develop a plan that improves the use of teams, data and technology.	A list of processes and technology improvements that could produce a net decrease in workload and/or improve service from units. Achieved establishing a work force cap, an electronic layoff format system, and migrating to SharePoint.	April 2008	December 2010
	A 1. Begin implementation of quick wins	A list of activities implemented by the team on individual processes or technology improvements quantifying results.	April 2008	Ongoing
	B. Facilitate transfer of meet and confer responsibility to Departments.	Identify the scope of this change and make recommendations for necessary policies, processes and training.	October 2008	Ongoing
	B 1. Begin to implement changes	A list of training, policies, and processes implemented.	January 2009	Ongoing

	Objective	Outcome/ Responsibility	Start Date	End Date
Goal 4: Invest In Our Own Employees to Be A Model Department	A. Assess the learning needs of the LR staff using competencies by working with HR MOD team.	A list of learning needs for Labor relations staff.	Sept 2008	October 2010
	A 1. Develop Training and Development Plans for each competency within LR	A list of training and development activities designed to improve labor relations using competencies for the Labor Relations classification series.	January 2009	January 2011

Labor Relations Division Cont'd

	Objective	Outcome/ Responsibility	Start Date	End Date
Goal 4: Invest In Our Own Employees to Be A Model Department (Cont'd)	A 2. Improve the competencies of State department LR staff to handle Arbitrations	Develop and deliver training that improves Arbitration competency.	October 2008	Not feasible or appropriate at this time
Goal 5: Provide Superior Customer Service	A. Assess the learning needs of the OFMER, CCD and LR staff to identify x-training for each unit.	A list of the most important learning needs for the staff; design training and begin delivery. Achievements include PSB completed layoff training and each Labor Relations Officer has worked with CCD.	January 2009	Ongoing
	B. Assess technical learning needs of the LR staff and mgmt. within state departments	Identify a list of LR competencies and training and development learning activities to improve competencies. Work with HR MOD to identify list of competencies to develop training.	January 2009	October 2010
	B 1. Develop Training for the most important technical labor relations competencies	Conducted Labor Relations Conference in 2009. DPA and CPS have cooperated to complete basic Labor Relations training for Supervisor 40 hour basic training class.	January 2009	Completed in 2009

Legal Division

Purpose Statement

The Legal Division represents the State as the employer by working closely with our clients to provide the best legal services available to help them make good business decisions.

	Objective	Outcome/ Responsibility	Start Date	End Date
Goal 1: Support the Success of HR Modernization	To establish HR MOD and Legal Division liaisons to coordinate legal issues.	Establish and implement the protocol for exchanging recommendations and/or legal issues between HR MOD and Legal Division.	April 2008	Ongoing
Goal 2: Align Our Goals To Those Of The Administration	Support and facilitate the goals of the Administration.	Improved legal representation and consultation to the Administration.	Ongoing	Ongoing
Goal 3: Use Technology, data & Teams To Create Solutions	A. Co-sponsor a Legal/LR team to identify and address common issues.	Integrated team effort to resolve common issues.	October 2008	Ongoing
	B. Create career paths for Legal Division employees.	To create a better recruitment and retention effort in the legal division.	May 2008	Ongoing
	C. Actively participate in technology and public affairs committees	Improve the use of technology and public affairs as tools in legal.	March 2008	Ongoing
Goal 4: Invest In Our Own Employees to Be A Model Department	A. Investigate retention ideas for the Legal Division.	Identify more ways to recruit and retain employees.	May 2008	Ongoing
	A 1. Research and make recommendation for a Broadband attorney classification with bonus plan.	Immediately implement an initial strategy to retain current attorneys and improve prospects of recruiting new attorneys.	June 2008	Ongoing
	B. Assess the learning needs of the legal staff using a competency model.	A list of learning needs for staff.	June 2008	Ongoing

Legal Division Cont'd

	Objective	Outcome/ Responsibility	Start Date	End Date
Goal 4: Invest In Our Own Employees to Be A Model Department (Cont'd)	C. Develop a labor relations training curriculum.	The establishment of labor relations employee competencies.	May 2008	December 2008
Goal 5: Provide Superior Customer Service	Identify outside department training needs and make recommendations.	Expand outside departments' labor relations expertise.	June 2008	Ongoing
	Obtain state-of-the-art case management software such as "Pro Law."	Purchase and implement appropriate software to improve client communication and access.	April 2008	December 2008

**Office of Financial Management and Economic Research
Labor Relations Division**

Purpose Statement

The OFMER unit is the fiscal conscience for the State of California, working with key stakeholders so DPA can make well informed policy recommendations to the Governor.

	Objective	Outcome/ Responsibility	Start Date	End Date
Goal 1: Support the Success of HR Modernization	Identify an OFMER Liaison to work with HR Mod.	Liaison will develop a plan to better support HR Mod effort.	March 2008	March 2008
Goal 2: Align Our Goals To Those Of The Administration	Provide training for CCD & LR on costing and survey methods	Improve understanding of OFMER process on budgetary & Admin goals.	February 2008	Ongoing
Goal 3: Use Technology, data & Teams To Create Solutions	Co-sponsor a cross-divisional Process Improvement team with CCD, OFMER and LR to develop a plan that improves the use of teams, data and technology.	A list of processes and technology improvements that could produce a net decrease in workload and/or improve service from units.	April 2008	Ongoing
Goal 4: Invest In Our Own Employees to Be A Model Department	A. Assess the learning needs of the OFMER staff using a competency model	A list of learning needs for OFMER staff.	July 2010	June 2011
	A 1. Develop Training and Development Plans for each competency within OFMER	A list of training and development activities designed to improve OFMER.	January 2011	June 2012

**Office of Financial Management and Economic Research
Labor Relations Division Cont'd**

	Objective	Outcome/ Responsibility	Start Date	End Date
Goal 5: Provide Superior Customer Service	A. Develop and implement the use of an automated costing and salary relationship chart and labor market information	Workload efficiencies.	March 2008	Ongoing
	B. Develop new standards for total compensation	Standardized compensation comparisons. Work with CCD, Exec and LR.	July 2010	January 2012
	C. Assess the learning needs of the OFMER, CCD and LR staff using a competency model to identify cross-training for each unit	Consistent training and processes.	July 2011	July 2012
	D. Increase outside departmental understanding of survey and costing methodology.	Departments would be trained.	July 2008	Ongoing

Savings Plus Program Division

Purpose Statement

Savings Plus administers voluntary defined contribution and mandatory retirement programs using industry best practices and expertise to recommend, set, and implement program policies. We help **employers** attract and retain **employees**. We also create opportunities for **employees** to enhance their retirement and strengthen California's economy.

	Objective	Outcome/ Responsibility	Start Date	End Date
Goal 1: Support the Success of HR Modernization	Identify a liaison to the HR Modernization (HR MOD) project team. Make recommendations to integrate the SPP purpose statement goals into the HR Modernization project.	The SPP liaison will provide a list of recommendations to the HR MOD team. The HR MOD team will determine which recommendations to adopt. SPP will then develop a plan to integrate adopted recommendations into SPP policy, procedure, and operational structure.	June 2008	Ongoing
Goal 2: Align Our Goals To Those Of The Administration	A. Promote SPP educational workshops and seminars to HR professionals and encourage participation for employees and for HR staff.	Train HR professionals about SPP benefits and services. Educate and encourage HR professionals to support the communication and education of SPP benefits to their departments' employees.	March 2008	Ongoing
	B. Target educational campaign for supervisors and managers Statewide.	Train supvrs. and mgrs. how to use SPP for recruitment and retention.	March 2008	Ongoing
Goal 3: Use Technology, data & Teams To Create Solutions	A. Evaluate the effectiveness of the SPP Web site.	Improve visibility of the SPP website, develop a marketing campaign to increase use and understanding of website content and services. Use tools to track effectiveness (e.g., online surveys).	March 2008	Ongoing

Savings Plus Program Cont'd

	Objective	Outcome/ Responsibility	Start Date	End Date
Goal 3: Use Technology, data & Teams To Create Solutions (Cont'd)	B. Identify a liaison to the DPA IT Steering Committee (ITSC) and DPA Communications Strategy Team (CST)	Ensure SPP's purpose statement goals are supported with effective and efficient IT solutions and communication strategies.	March 2008	Ongoing
Goal 4: Invest In Our Own Employees to Be A Model Department	A. Reorganize SPP to improve SPP functions and support SPP's purpose statement. Redirect staff, as needed, to support the reorganizational outcome.	Provide enhanced services to employers, employees, and participants by the improved utilization of staff. Provide growth opportunities to staff.	July 2008	December 2009
	B. Assess the competencies required by SPP staff.	Develop a list of the core competencies required to perform functions.	July 2008	December 2008
	C. Prepare Training and Development Plans to meet SPP staffs' required competencies.	Improve staff's competencies to provide increased levels of service to state employees.	December 2008	March 2009
Goal 5: Provide Superior Customer Service	A. Create a communication plan to outreach to participants in the plan.	Improve the level of outreach to participants. Attempt to increase participants' knowledge of SPP benefits and services. Provide information on ways participants can manage their assets and take advantage of the benefits available to them..	October 2009	December 2010
	B. Assess the current training and outreach effort	Increase the number of state employees taking advantage of benefit.	March 2008	Ongoing

	Objective	Outcome/ Responsibility	Start Date	End Date
Goal 5: Provide Superior Customer Service	C. Create a targeted marketing effort by group; Employers, Employees, and Participants.	Persuade employers to inform employees of the benefits of the SPP. Persuade employees to participate in the SPP. Persuade participants to maximize retirement savings and diversify investments.	January 2010	December 2010
	D. Provide a Retirement Calculator for participants/employees use to benchmark prudent retirement plan decisions	With current TPA develop a best in breed, robust, retirement calculator to help employees make sound retirement planning decisions.	January 2010	December 2010 (Simple version) July 2012 (Advanced version)